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EXTENSION WORK WITH FARMER COOPERATIVES 3

Summary of 1952 and 1953 State Extension Reports X



Division of Agricultural Economics Programs

Federal Extension Service

United States Department of Agriculture

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## EXTENSION WORK WITH FARMER COOPERATIVES, 1953

### Summary of 1952 and 1953 State Extension Reports\*

Now, as for the past 35 years, extension workers are giving a great deal of attention to educational efforts related to farmer cooperatives. Cooperatives represent a major effort by farm people to increase their incomes and raise their level of living. These self-help organizations both in purpose and method are in full harmony with extension purposes and programs.

#### A. Importance of Educational Work With Cooperatives

The Farmers' Problem.--Farmers organize cooperative because they feel a need for certain business services. There may be an entire lack of the desired service, or the quality of the service available may be unsatisfactory, or the cost may be too high. In providing the services for themselves, farmers encounter three groups of problems, namely, (1) forming and setting up an organization, (2) operating the business efficiently, and (3) adapting their cooperative to changes in the situation.

The Importance of Cooperatives.--For around 25 years cooperatives have performed one or more services in marketing about one-fifth of the commercial farm production in the country. Now cooperative purchasing of production supplies also is approaching one-fifth. About half the farm fire insurance has long been carried by mutuals and now well on to half the electrified farms are served by REA's. A varying but very important part of the irrigation, farm credit, and artificial insemination services are provided by cooperatives. In numbers of places community canneries, freezer locker plants, hospitals and other cooperative services raise the level of living of rural people.

A Wide Lack of Understanding.--While beginnings were made over 100 years ago, the cooperative form of business is still too new to be well understood and accepted in many parts of the country. There is generally an inadequate understanding of what cooperatives are, what is their place in the competitive free enterprise system and what are their possibilities and limitations. The basic distinguishing principles on which cooperative business is conducted and the responsibilities resting on members are other essential features of farmers' associations too little understood by them. Then actual operations require in the management a knowledge of economic situations and a skill in business techniques at least equal to that of their competitors.

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\* Prepared by James L. Robinson, Extension Economist, Division of Agricultural Economics Programs, Federal Extension Service, USDA.

The Changing Situation.--The situation is dynamic because of technological developments and changes in patterns of agricultural production, market distribution, and the many services needed by farmers. For instance, artificial insemination has led to the organization of around 1,600 cooperatives, and rural electrification to 900. On the other hand, trucking and good road developments have largely eliminated hundreds of livestock shipping associations and made necessary the consolidation of scores of dairy processing plants. In the meantime improvements in cooperative organization, especially the revolving capital plan based on contractual deductions and retained savings, have made possible far bigger business undertakings. Likewise additional legislation has provided cooperatives with research and credit services and has required stricter accounting to members. Finally the continual turnover in membership as well as in management and other employed personnel offers an ever new clientele for the services of educators.

#### B. Extension's Educational Objectives

Extension in working with cooperatives has had a number of objectives. Three general purposes have been to raise the income and level of living of member families and other farmers, to improve the efficiency of the agricultural marketing system and other businesses serving farmers, and to use these organizations as channels to provide farm people with needed information. At all times and with virtually all groups extension strives for an understanding of the fundamentals of cooperative business; how it differs from other forms of business organization; what are its basic principles and practices; and what are its economic possibilities and limitations.

More specific objectives, however, have usually been held when extension has given assistance or furnished information to farmers about cooperatives. Requests for help may come from farmer groups interested in forming an association, from the management of a going cooperative, or from an organization in trouble.

1. Before organization the aim has been to enable farmers to:
  - a. Analyze their situation and make a sound decision on whether to organize a cooperative.
  - b. Develop an effective and adequate plan for organization, financing, and operation.
  - c. Prepare suitable papers and take the legal steps required to form a cooperative corporation.
  - d. Complete the organization, arrange for necessary facilities, and find a competent manager.



2. After organization extension may help the cooperative:

- a. Set up proper records and follow accepted accounting, auditing and reporting practices.
- b. Follow approved methods of efficient business operation.
- c. Study the business situation and the economic outlook and shape operating plans accordingly.
- d. Prepare and analyze the association's financial and operating statements and make indicated adjustments in plans.
- e. Carry on education programs that will properly inform members, directors, managers and employees of their respective opportunities, responsibilities and relationships.

3. Later as the situation changes difficulties may develop and extension help may be sought to:

- a. Adapt the form of organization and the services provided by the cooperative to the new conditions and the evolving needs of the members.
- b. Revise charter, by-laws, accounting and reporting so as to meet taxation and other legal requirements and to conform to currently accepted principles and practices of cooperative business.
- c. Liquidate the association where no longer needed or successful operation appears very doubtful.

C. Types of Educational Activities and Methods of Procedure

1. Forming and Setting Up an Organization

Developments in Organizing.--Normally groups of farmers considering organization of a local association call on the county agent for information and assistance. Marketing, purchasing, credit, electric, artificial breeding and a number of other services have successively come to the front as fields for extension activity in cooperative organization. The relative stages of development in some of these different lines vary a lot over the country.

In all sections, however, some type of cooperative business is still at least partially in the organization phase. Annual reports of county agents and marketing specialists confirm this. In Puerto Rico and Hawaii extension now is carrying on general education programs on cooperative fundamentals and history. In Wisconsin, Minnesota and other areas accustomed to cooperative effort much education and guidance is being given to establishing cooperatives in new lines of service.

Help Given.--The most important help given farmers in this organization field is in analyzing the situation to determine whether a proposed cooperative has a good prospect of succeeding. In many cases extension reports show the answer is No. Sometimes the group can come to a decision after a single meeting in which a specialist helps them appraise the situation. He provides standards and market conditions against which they measure their opportunities. In other situations considerable research and education must precede reaching a sound decision.

Where the farmer group decides to go ahead, they often want guidance in the necessary organization steps of incorporating, adopting by-laws, completing organization, selecting management, developing a plan of operations, obtaining facilities, financing the association and beginning operations. In a number of States, Departments of Agriculture or Markets do part or all of this paper work. In others one of the general farm organization does the major part.

#### Examples of Work:

Fruit Growers.--In the Hondu Valley of New Mexico in 1952, Extension helped organize and start in operation the White Mountain Fruit Growers Association. A packing shed was built and machinery installed. The 40 growers with about 95,000 bushels got approximately \$1.00 a bushel more for their fruit. In adjacent areas prices were raised \$.15 - \$.25 on 588,000 bushels. This would mean \$117,600 or a total of \$212,600.

Auction Barns.--Four new feeder calf sales in Oklahoma were handled in 1952 by farmers with advice from Extension workers. Some used community barns but Ardmore and Claremore constructed their own pens. They sold 8,000 head at \$.01 - \$.05 more a pound than was being obtained on comparable markets. These sales proved excellent means of education.

Forestry.--In Wetzel County, West Virginia in 1952, Extension helped producers organize a timber marketing cooperative.

Turkey Marketing.--The 1953 Wisconsin report tells of two turkey marketing cooperatives whose sales totaled over \$2 million. The work with these associations had extended over four years and had included help on membership arrangements, merchandising and other problems. One of these handled over \$100,000 sales of small Beltsville turkeys. Direct sales to the Wisconsin wholesale trade are being developed.

Egg Marketing.--The marketing specialist and a Florida county agent helped a group of leading poultry producers organize in 1953. This poultry and egg marketing association has developed a preferred market that pays them 2¢ per dozen above the price they can get from the feed dealers. By buying feed in carload lots from the Midwest they are saving \$1.00 per bag. This means a saving of about 6¢ per dozen on production costs.



Steps in Organization.--In discussing work in the organization field, Florida, Virginia, Kentucky and Louisiana were among those mentioning assistance given on writing or revising incorporation papers while Minnesota, New York and North Carolina pointed out help from Departments of Agriculture along this line. Texas, Mississippi, Missouri, Kansas and others mentioned help from the Banks for Cooperatives on financing new cooperatives.

Prevention.--Several States, including Texas, New Mexico, Wisconsin, Minnesota and North Dakota, told of successful efforts to prevent unwise organization or expansion of cooperative associations.

## 2. Operating the Business Efficiently

Extension is now giving far more attention to work with established cooperatives than to assistance in organizing new associations. Based on county agents' statistical reports for 1952 the ratio is about 10 to 1.

The Extension work with established associations may be divided into two types, (a) efforts to solve the special problems that are associated with the cooperative form of organization, and (b) assistance on the operating problems that every business firm must meet. The educational activity conducted often is effective in both fields.

Improving Business Operation.--This may involve better records, accounts, and audits. It frequently calls for tighter control of receivables. Physical handling of goods can often be made more efficient. The improvement in quality of products bought or sold can mean increased returns or savings. Larger volume of business may be the means of lowering costs. This may call for adding new lines, expanding the territory served, consolidating with other associations or cooperating with them in federations or otherwise to obtain volume advantages in buying, selling, processing, etc., or in getting accounting, audit and other services. Extension specialists in a number of States have been conducting effective educational programs in these fields.

Improvements in Marketing Services.--The end purpose of more efficient business operation is to improve the services provided by the organization. This is attacked directly in extension programs with cooperatives in at least three ways, (a) improvement in physical facilities for handling products, (b) improvement in marketing practices followed, and (c) improvements in the quality of the farm products sold, or farm supplies bought. In the last two of these in particular production specialists and county agents as well as marketing specialists have a major role in the educational program. Numerous accounts appear in State reports citing improvement work related to various dairy products, lambs, meat hogs, wool handling, cotton ginning, poultry, turkeys, eggs, grain, strawberries, citrus, sweet potatoes and so on.

With Single Association.--The major portion of this work with established cooperatives is done with the managers and the board of directors of the organizations. Where technical knowledge in either the production, business, or cooperative fields is involved, the specialists on the State staff usually take the lead. Much of this work, especially "trouble shooting," is done through personal contact with the manager and by meeting with the board of directors of the association.

With Groups of Associations.--In recent years there has been a marked trend toward working with groups of managers and/or directors, in conferences, clinics or workshops. These are very effective in developing a fuller understanding of basic cooperative principles, the place of cooperatives in our competitive free enterprise system, and of their possibilities and limitations. They also lead to more general acceptance of the most successful practices and plans of business operation.

With Farmer Members.--Other activities are directed toward the membership of the associations. These are usually through participation in planning and holding meetings. For local associations a major part of this work is done by county agents, though a specialist participates in a considerable number. The information presented may relate to basic cooperative concepts, to trends affecting the association's business, to related production problems, or to special problems facing this organization and its membership.

#### Examples of Work:

Business Analysis Report:--Following a research study of about 100 farmer elevators in Illinois, 23 meetings were held in 1952 with managers and directors of the individual cooperatives. On invitation of the association the specialist met with the group at the elevator at a time arranged by the farm adviser. Each manager and director was given a report on their organization showing how the association compared with the Extension developed standards. The specialist pointed out strong and weak points in both organization and operating practices. This led to lively discussions and sometimes crystallized board action on operating problems, such as:

- (1) Policies on accounts receivable.
- (2) Requirements for membership and member capital.
- (3) Financing program to get a better balance between capital stock and member reserves.
- (4) Additions or improvements in business services.



Cooperative Meetings.--Minnesota extension specialists annually report work in a large number of meetings with farmer cooperative associations. In addition to many more general meetings that included cooperatives or assisted them indirectly, this summary for 1952 shows:

- (1) Stockholders and membership meetings, 84, with 10,288 total attendance.
- (2) Boards of Directors Meetings - Regional and County Basis, 33, with 2,344 total attendance.
- (3) Boards of Directors Meetings - Individual Basis, 27, with 427 total attendance.

In 1953 an item of special interest was, "Leader Training Meeting 45, for county agents, vo-ag teachers, veterans instructors, and rural youth leaders with 2,132 in attendance." "Annual meetings continue to be good channel for education" is the comment of one of the Minnesota specialists. At these meetings they discussed: (a) legal and organizational problems; (b) financing cooperatives; (c) records, audits and reporting; (d) efficiency in operations; (e) developments and trends in markets and use; and (f) responsibilities of members, directors and managers.

Accounting and Financial Reports.--In cooperation with the New York Artificial Breeders, Inc., the Extension Service gave instruction in accounting in 4 schools in 1952 and in 3 in 1953 to persons preparing to be managers of artificial breeding associations. In 1953 Extension also helped this cooperative hold one school for directors and another for treasurers and bookkeepers. In cooperation with the Animal Husbandry Department, the Economics Department held 6 schools in 1952 to train employees of D.H.I.A.'s in proper accounting and preparation of financial reports. The Michigan report in both years discussed the need for an organization that would give service to smaller cooperatives on a paid basis in accounting, auditing, reporting, and business analysis. The New York, Ohio, Iowa and Minnesota reports mentioned in one or both years the value rendered cooperatives by such service associations already organized and functioning in those States. In other States Extension has worked with state-wide cooperatives in a series of conferences for directors and managers of local associations on proper accounting and use of financial statements. In others on bookkeeping schools largely for independent associations. In many situations, however, the assistance has been on an individual association basis with one day a year given to help on these problems.

### 3. Adapting the Cooperative to Changing Situations

New methods of financing, a better understanding of their place in our economic system, and new laws relating to them have all brought improvements in the effective operation of farmers' cooperatives. Changes in



production patterns, market outlets, transportation, and processing machinery make inadequate and uneconomic plants and organizations that a few years ago were operating efficiently.

Reorganizations.--Extension is helping many old associations bring about the reorganization required if they are to measure up to present day possibilities or even in some cases to survive. This virtually always calls for new charters, by-laws and, where used, member contracts. Often it involves new plans for obtaining and handling member contributions to capital. Changes in facilities, services, territories, and affiliation with other organizations may be advisable. Sometimes liquidation is the answer.

Taxation Adjustments.--New Federal laws and regulations related to corporation income taxes have led many cooperatives to make adjustments. These may involve changes in incorporation, in raising of member capital, in distribution of net margins, in accounting to members or in other current practices. Extension joined for several years with other organizations in conducting rather extensive educational programs to help cooperatives meet the new requirements. In addition to general and group work on this problem, considerable assistance has been given individual associations. In addition to meeting an immediate need this work has brought a clearer and more generally accepted understanding of the nature and functions of a cooperative. While not as general as a few years ago, a number of Extension specialists still make mention of this activity.

#### Examples of Work:

Two Creameries Combined.--In cooperation with what is now the Farmers Cooperative Service of the USDA, Wisconsin extension specialists in 1951 assisted two Wisconsin cooperatives, Dairyland and Dairylane, in working out a plan for consolidation that was completed in 1952. Larger volume of business and facilities for multiple uses greatly improved the efficiency of operation.

Twelve Cheese Factories Consolidate.--About 8 years ago the Minnesota Extension Service was asked to help a group of cooperative cheese factories that were returning little above local cheese prices to their patrons. The Experiment Station provided a man to make a careful economic survey and published a bulletin. Extension put on a carefully planned and intensive educational program. Ten out of 14 small cooperatives made the decision and consolidated, and two others joined them later. The increase in net margins prorated to the patrons the first year nearly equaled the cost of the new plant, \$185,000. Since then the annual net payments to the patrons have been considerably larger than the estimated \$50,000 per year and the plant's competition has raised the prices paid other farmers by competing plants in the area.

#### 4. Other Education on Cooperatives

Cooperative education by extension goes beyond the operating associations. Information is provided to non-member farmers, and some opportunity is provided 4-H and Young Men and Women's groups to learn about farmer cooperatives. Finally, county agents and other extension workers sometimes are called on to present information to urban civic groups concerning the cooperative method of doing business. More frequently as a member of the agricultural committee of such a club they are in position to arrange for an informative program in this field.

Cooperative Organizations.--Other organizations and institutions, both public and private, have as one of their purposes assistance to farmer cooperatives. This usually involves a greater or lesser amount of education and may be largely limited to this field. Among those operating on a national basis are the Farmers Cooperative Service of the USDA, The American Institute of Cooperation, the National and State Councils of Farmer Cooperatives (called associations, federations and institutes in some States) and the Banks for Cooperatives in each of the 12 Farm Credit Administration Districts. In addition to these there are even more specialized national associations in the fields of grain, dairy, poultry, REA's and consumer cooperatives.

Each of these groups offers specialized helps of one or more kinds, such as, research, visual aids, personnel assistance in workshops, clinics and training schools, financing and consultation on problems. The availability of these organizations is a major resource for extension in discharging its responsibility for education related to farmer cooperatives. The number of times State reports mention various types of assistance given by these institutions shows wide recognition of the value of their services.

In a number of States extension specialists have been helping on educational programs in farmer cooperatives conducted by teachers of vocational agriculture and by veterans instructors. This has included assistance in preparation of teaching materials, aid in conducting contests, and participation in training workshops for teachers. Often these activities have involved joint work with one or more of the institutions mentioned above. It has also led to joint organization for and chaperonage of young people's tours to the summer sessions of the American Institute of Cooperation.

Work With Youth.--The Utah Cooperative Council jointly with extension developed a youth program a few years ago. It sent eight 4-H and FFA boys to the American Institute at East Lansing in 1952, and four 4-H girls and 4 FFA boys to Columbia, Missouri in 1953. Later these and other youths participated in the meetings of their local cooperatives and in the annual meeting of the State Council. Each member cooperative sponsored and chaperoned 3 to 6 young people to this State meeting. They brought a total



of 150 young people from 14 counties in 1952 and in 1953 from every county in the State. More than 30 States in comparable programs have emphasized youth work culminating in trips to the American Institute Session.

Usually the 4-H activities with cooperatives are associated with training in marketing. Sometimes this program is fully integrated by relating the marketing work with the members' production project. Michigan for a number of years has selected top dairy 4-H Club members on a county basis for a market trip to Detroit. Sponsored by the Detroit milk bargaining cooperative, the winners in the tests on information given on the tour have been given another educational trip to the National Dairy Congress.

South Carolina has conducted a 4-H sweet potato marketing project for 7 years. Each year this has been climaxed by the shipment of a cooperative carload to some Eastern market with a trip there and a study of its marketing for about ten 4-H members from 4 or 5 counties. Louisiana has carried on a very similar program with a trip to some Middle Western market.

Oklahoma also has conducted rather extensive 4-H marketing projects in cotton classing, wheat improvement, grain marketing and farm to market for meat animals. All these give members in production projects some education related to marketing and the winners usually get trips to larger markets and an opportunity to view cooperative services.

Training for County Agents.--More than a score of States in recent years have told of obtaining assistance of the American Institute of Cooperation and of the Farmers' Cooperative Service in holding one to twelve workshops for county agents on cooperative problems. Hawaii and 3 States in 1952 gave accounts of group meetings on co-ops for county agents, and 4 other States mentioned training work with individual county agents. Eleven States told of joint activities by specialists with agents in assisting cooperatives.

#### D. Extent of Extension Activity in Cooperative Field

##### 1. By Marketing Specialists

The extension marketing specialists in their narrative reports tell of many different activities conducted in the cooperative field. An incomplete but approximate summary of the number of States mentioning various types and phases of activities was made from 1952 reports of extension specialists. The 1953 reports show very much the same lines of work conducted as in 1952.

<u>Activity</u>	<u>Number of States Mentioning</u>
All types of activities related to cooperatives	45 and 2 territories
Organizing new cooperatives -	29
Determining whether to organize	26
Preparing legal papers	13
Other organization assistance	22
Reorganizing existing associations -	14
Papers and legal problems	7
Other reorganization help	13
Improving business efficiency through -	31
Records and accounts	14
Financing	10
Operations	28
Products handled	26
Providing information on -	19
Basic cooperative concepts	15
Legal requirements	13
Operating techniques	17
Informing groups of people -	35
Managers	24
Directors	25
Members	22
Farmers	19
Youth	18
County agents and vo-ag teachers	20
Conducting schools or workshops -	21
General cooperative clinics	17
Employee training	5
County agents and vo-ag teachers	8
Assistance received from other organizations -	37
National, State and county councils of cooperatives	27
American Institute of Cooperation	21
Banks for Cooperatives	19
Other organizations	26

## 2. By County Agents

In 1952.--The summaries of county agents' statistical reports for 1952 show 461 cases where the agents assisted in organizing 920 new cooperatives. For work with established cooperatives the comparable figures are 4,591 cases and 12,220 cooperatives. Some agents helped with more than one cooperative and several agents sometimes assisted with the same cooperative. So we know neither the number of agents doing work nor the number of new cooperatives actually organized. Some of these were incorporated associations and some were informal organizations.

It would seem, however, that these figures indicate that so far as the county extension personnel is considered, the work done with established cooperatives is some 10 times as important as that related to forming new organizations.

In 1953.--The county agent reporting form was changed for 1953, and the work with new organizations cannot be separated from help given established associations. The summary shows that in 1,986 counties extension did work with 6,413 marketing and purchasing cooperatives. In 1,679 counties the agents worked with 4,812 farm and home service associations. Of course the counties are largely duplications, but the two groups of cooperatives can logically be added for a total of 11,225. This is considerably more than half the number of farmer cooperatives in the country. The work with these formally organized cooperatives included help on financial, organizational, operational, and membership and public relations problems. The range for marketing and purchasing cooperatives was from 941 counties and 1,642 associations assisted on financial questions to 1,682 counties helping 4,354 cooperatives in educational activities. The extent and character of the work with farm and home service cooperatives followed very closely the proportion in number of counties reporting this line of work.

The work with informally organized groups was done in 1,245 counties for marketing and purchasing, and 895 counties for farm and home servicing. This reached a total of 6,823 associations. The total membership, however, 568,000 for informal groups compared to 3,787,000 for chartered associations was only 15% as large.

### E. A Look Ahead

Organization Not Completed.--While the organizational phase of cooperative effort is becoming relatively less important, the need for educational work in this field has not passed. Only in the fields of farm credit and rural electric service do we have full or approximately full coverage of the rural field by cooperatives and for neither of these is the organization pattern a static one. Numbers of these associations have yet to establish themselves as self sustaining businesses.



For several commodities everywhere and for others in some areas, marketing cooperatives have not up until now fulfilled their function of pace setting in providing high quality service at minimum cost. Purchasing associations have not been adequately developed in many places, in fact there are virtually desert areas on such service maps. The same is true for our oldest form of cooperative, farmers mutual fire insurance companies.

Undoubtedly new developments in production will offer new opportunities for cooperative marketing organizations in some areas and will make necessary consolidations and liquidations in others. The same is true for various other types of services.

Financing Still a Problem.--The retain and revolving capital plan has in some measure eased the problem of operating capital for associations and of maintaining ownership in the hands of active patrons. Members would like for the revolving to be more rapid and voluntary withdrawals easier. The financing problem, however, has been getting bigger because of inflation, the growth of regional cooperatives, farmers' need for more capital and a growing demand for retail credit on purchase of farm supplies. Old methods of financing are no longer adequate - particularly for major investments in facilities.

Servicing Federations.--Independent cooperatives, especially the smaller ones, need to develop organizations that will provide the associations with expert services in the field of operating business efficiency comparable to that furnished their local units by the large regionals. This has been carried somewhat further in the accounting field, but there is room for improvement here also. The problem of finding trained managers is largely unsolved for the small local cooperative, and is only less acute for subordinate employees.

Improving Marketing Efficiency.--The cooperatives will continue to have a big opportunity to participate and frequently to lead the procession in the improvement in marketing techniques and methods. They can do much more to raise the standard of farm products delivered to the consumer. They should still lead the way in bringing to the farmer better quality feed, seed, fertilizer and other supplies. The same applies to credit, electric, health and many other services.

Basic Cooperative Concepts.--Even in the basic concept of the nature and function of the cooperative as a business unit there has been marked progress in recent years. A fuller understanding of what cooperatives are, their place in our competitive free enterprise system, and their economic possibilities and limitations is needed. When members, officers, managers and employees understand and accept such fundamentals the operations of cooperatives will be more successful.

Membership Education.--The need for membership education related to established cooperatives remains keen and for some phases perhaps is becoming more acute. As cooperatives grow in size and become more complex in organization, it becomes harder for the member to maintain the interest and understanding essential to exercising his responsibility for control. Many lose their sense of ownership in their organization.

A Coordinated Approach.--There should be further development in the excellent coordination between Extension and the several voluntary organizations and established institutions providing assistance to farmer cooperatives. The work which the American Institute and the National and State Cooperative Councils are doing needs to be carried vigorously to county and community levels. County councils have been organized in some places and community study groups have proven effective when properly serviced. Extension education in cooperatives must be supplemental to and not a substitute for educational work by the cooperatives themselves.

Youth Activities.--Some authoritative information on what cooperatives are and their place in the competitive free enterprise system should be included in youth programs and general information going to non-member farmers and the general public. To make this possible all professional agricultural workers should have enough basic training in cooperatives to enable them to be channels of reliable information on the nature of this form of business. Extension can go much further than it has in providing help that will strengthen the educational work of vocational agriculture in this field.

Methods, Techniques, Devices.--Extension workers no doubt will improve their effectiveness in cooperative education. Many proven techniques of education are just beginning to find their place in this field. Among these are pageants, skits, huddle group discussions, method demonstrations, and others. Clinics, conferences, workshops, camp retreats have had much successful use. Then all the arts of visual and radio presentations and their combination in television will find a place. The improvement in printed materials should continue to support the growing educational effort.

New Opportunity.--The current development of a more extensive and dynamic extension program in marketing should make possible a reasonable increase in activities in the field of cooperative education in States that have not been able to be as effective as they would like. In the field of cooperative education as in many others the harvest truly is great but the laborers are few.



F. Some Recent Publications of General Interest

1. From States

An Alabama Cooperative--As Farmers See and Use It. This publication is a study of patrons' attitudes, and use and knowledge of a selected purchasing cooperative in Northern Alabama in 1950. Bulletin No. 279, Alabama Polytechnic Institute, Auburn.

Farmers Cooperatives - The Responsibilities of Members, Directors and Managers. 1952 publication - API, Auburn, Ala.

Agricultural Cooperatives--Analysis of Financial Statements. Written by Clifford Alston, Extension Marketing Specialist of the University of Arkansas College of Agriculture. Circular No. 471, Extension Service, University of Arkansas, Little Rock.

Working Together: The Role of Cooperatives. This well-illustrated leaflet tells how all over the world groups of people have joined together into cooperatives to better their lives. The Cooperative League of the USA, 1025 Vermont Avenue, N.W., Washington, D.C.

Producers Employees Handbook. Prepared with the assistance of the Farmer Cooperative Service by a special committee of managers of National Live Stock Producers Association, Chicago.

Financial Analysis of Country Grain Elevators. AE 2821, University of Illinois, Urbana.

The Revolving Method of Financing Cooperatives. Illinois Farm Economics, May-June 1952.

CO-OPS--what they are and how they work. Published by Indiana Farm Bureau Co-op, 47 South Pennsylvania St., Indianapolis, Ind. - 1952.

Farm Cooperatives of Indiana. Published by Indiana Farm Bureau Cooperative Assn., 47 South Pennsylvania St., Indianapolis, Ind. - 1952.

Trends in Legislation on Incorporation of Agricultural Cooperatives. This bulletin containing information that cooperatives may want to see is published by Purdue University, Lafayette, Ind.

Milk Bargaining Association Serving Indiana. Station Circular 378 published by Purdue University, Lafayette, Ind.

Do You Know Your Cooperative? This booklet gives answers to common questions about cooperatives. Iowa Institute of Cooperation, Ames, Iowa.

Iowa Leadership Conferences Report. These statements relate to cooperatives and taxes. Department of Agriculture Economics, Iowa State College, Ames, Iowa.

A Study of the Cooperative Type of Business Organization and Its Setting in Our Private Enterprise Economy. Agricultural Economics Report 45. Kansas Agricultural Experiment Station, Manhattan, Kansas.

Patronage Refund Principle. This Circular 301 is the first of a series of a Kansas cooperative study made by the Kansas State College and the Farmer Cooperative Service.

Farmer Cooperatives. Some Questions and Answers on Their Formation, Function, Organization and Operation. Circular 484, Agricultural Extension Division, College of Agriculture and Home Economics, University of Kentucky, Lexington.

Farmers Cooperative Credit Institutions in Louisiana. Louisiana State University, Baton Rouge, Bulletin 470.

Processing Sugar Cane Through Farmers Cooperative Associations in Louisiana. D.L.E. Circular 145 of Louisiana State University.

Minnesota Dairy Cooperatives. This presents the results of a business census of all dairy cooperatives in Minnesota. Station Bulletin 420, University of Minnesota, St. Paul.

Minnesota Farm Supply Associations. This reports on a business census of some 300 farm supply associations operating in Minnesota in 1949. Station Bulletin 421, University of Minnesota, St. Paul.

Know Your Cooperative. Extension Bulletin 232 revised June 1952, University of Minnesota Agricultural Extension Service, St. Paul.

Analysis of Credit Extended by Minnesota Farm Supply Association--1950--53. Department of Agricultural Economics, University of Minnesota, St. Paul.

Farmers' Cooperative Handbook. The Extension Service, New Mexico College of Agriculture, State College.

Farm Purchasing and Marketing. This is a combination of study units. It came out of suggestions made at a series of meetings sponsored by the New York State Council of Farmer Cooperatives. The Bureau of Vocational Curriculum Development of the State Education Department, Albany, N. Y.

Use of the Revolving Capital Plan by Cooperative Associations. Columbia University Press, 2960 Broadway, New York City.

Accounting Practices, Auditing Standards and Terminology for Agriculture Cooperatives. Members of a committee of the National Society of Accountants for Cooperatives and the banks for cooperatives have worked up this 30-page booklet as an office guide. National Society of Accountants for Cooperatives, 245 North High St., Columbus 16, Ohio.



Pageant, The Farmers Hired Men. Discussion Leaflet for Older Youth, Four Ways of Doing Business. 1952 publication - Ohio State University, Columbus.

Establishing and Maintaining Favorable Attitudes Among Cooperative Members. Bulletin 535, Oregon State College, Corvallis, Oregon.

Financing Oregon Cooperative Associations. This is a report on aspects of financial organization and capital structure obtained from 119 marketing and farm supply cooperatives in Oregon. Station Bulletin 540, Agricultural Experiment Station, Oregon State College, Corvallis.

Solving a Problem. Tells in words, graphs, and pictures how Pennsylvania farmers help themselves to use their cooperatives as business tools. The Pennsylvania Farm Bureau Cooperative Association, Harrisburg.

Farmers' Cooperative Handbook. Bulletin 152 issued by The Agricultural Extension Service, The Texas A & M College, College Station.

Facts and Figures about Cooperative Gins in Texas. Texas Agricultural Experiment Station, College Station, Tex.

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